



# **2010 TOTAL COMPENSATION SURVEY RESULTS**

## **Out-of-State Participant Report**

Effective Date: September 2009

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STATE OF WASHINGTON  
DEPARTMENT OF PERSONNEL

521 Capitol Way South, P.O. Box 47500 • Olympia, Washington 98504-7500 • (360) 664-1960 • FAX (360) 586-4694

Washington State 2010 Total Compensation Survey Participants

Dear Participants:

Thank you for supporting the Washington State 2010 Total Compensation Survey.

Every two years the Department of Personnel conducts this survey to help us determine how our jobs and compensation compare to other public and private employers. Your participation helped ensure the quality of this data, which in turn supports our compensation planning and contributes to the continuing efforts of all participants to effectively manage their total compensation resources.

We also value your feedback on your experiences with our survey tool. We want to make it as easy as possible for you to participate in future surveys. Therefore, any suggestions or recommendations you may have will receive serious consideration when we prepare for the next survey cycle.

Again, thank you for participating in this survey. Please contact our Compensation office, at [Compensation@dop.wa.gov](mailto:Compensation@dop.wa.gov) or (360) 664-1960 if you have any questions.

Sincerely,

Eva Santos  
Director





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**Heather Kazemi**  
Vice President  
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Dear Survey Participant:

We are pleased to present these results of the State of Washington 2010 Total Compensation Survey.

This report reflects results of all out-of-state participants (12 State employers). These employers reflect those state governments that the State of Washington competes with for talent.

Segal consultants and Department of Personnel staff worked collaboratively to design the survey questions. SurveyConnect, Inc. developed the website and administered the online survey tool. The survey was distributed on September 1, 2009 and was closed on October 30, 2009. Segal staff audited the data and analyzed the survey responses. All collected data are presented in this report.

We hope that this information is useful to your organization. If you have any questions regarding the methodology or study results, please contact me at 202.833.6444 or [hkazemi@segalco.com](mailto:hkazemi@segalco.com).

Sincerely,

A handwritten signature in dark ink, appearing to read "Heather Kazemi", written over a light blue rectangular background.

Heather Kazemi  
Vice President

**Benefits, Compensation and HR Consulting** ATLANTA BOSTON CALGARY CHICAGO CLEVELAND DENVER HARTFORD HOUSTON LOS ANGELES  
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# Background and Methodology

## Background

The State of Washington Department of Personnel (DOP) is required to conduct a Total Compensation Survey (TCS) of both salary and benefits per RCW 41.06.160. The primary purpose of the TCS is to determine the prevailing pay rates, compensation practices, and fringe benefits among comparable employers.

## Participants

For the 2010 survey, 12 comparable state governments were identified as participants. All 12 states responded to the survey, which gives us a high level of confidence that the results are statistically valid and reliable.

Below is the list of state respondents, with the number of benchmark job matches provided by each.

Out-of-State Respondent	Number of Benchmarks Matched
State of Arizona	20
State of California	11
State of Colorado	20
State of Idaho	13
State of Illinois	22
State of Iowa	20
State of Michigan	23
State of Minnesota	17
State of Nevada	21
State of Oregon	20
State of Utah	19
State of Wisconsin	22

## Benchmarks

The 2010 TCS included 24 benchmark jobs. A complete listing of all benchmarks and job summaries is in **Appendix A**.

## Survey Content

The Department of Personnel and Segal consultants worked collaboratively to develop the survey format and questions. The survey included the following subject areas:

- Organizational Characteristics
- Benchmark Pay Data
- Compensation Practices
- Paid Time Off Practices
- Retirement Benefits
- Health Benefits
- Other Benefits

Since policies and practices may differ by employee group, the survey asked respondents to provide information for the largest employee group (excluding uniformed public safety personnel).

## Auditing of Data

Once all data was collected, each response was audited for reasonableness, consistency, and clarity. Nearly all participants were contacted to verify, clarify, and expand on their survey response.

## Section 1 – Organizational Characteristics

The following tables show the union representation and work schedule of the survey participants.

### UNION REPRESENTATION

<b>% of Employees Union Represented</b>	<b># of Respondents</b>	<b>% of Respondents</b>
None (0%)	4	33%
Less than 50%	0	0%
51% to 66%	0	0%
67% to 100%	8	67%
<b>Total</b>	<b>12</b>	<b>100%</b>

### WORK SCHEDULE

Length of regular work week for full-time employees (excluding uniformed public safety).

<b>Hours per Week</b>	<b># of Respondents</b>	<b>% of Respondents</b>
35 hours	0	0%
37 ½ hours	1	8%
40 hours	11	92%
<b>Total</b>	<b>12</b>	<b>100%</b>

## Section 2 – Benchmark Pay Rates

The tables on the following pages show the market pay rates for each benchmark, grouped by job family. Job summaries for each benchmark are in **Appendix A**.

### Administration

- Employment Counselor

### Legal

- Industrial Insurance Appeals Judge 3
- Workers Compensation Adjudicator 3
- Investigator 2

### Public Health

- Agricultural Inspector 2
- Food Safety Officer 2
- Public Health Advisor 3
- Epidemiologist 1

### Safety and Security

- Commercial Vehicle Enforcement Officer 1
- Licensing Services Representative 2

### Sciences

- Forensic Scientist 3
- Environmental Specialist 3
- Natural Resource Specialist 2

### Social Services and Health Care

- Juvenile Rehabilitation Residential Counselor
- Financial Services Specialist 3
- Support Enforcement Officer 2
- Psychologist 4
- Recreation & Athletics Specialist 2
- Social Worker 3
- Vocational Rehabilitation Counselor 2
- Attendant Counselor 1
- Mental Health Technician 1
- Physician 2
- Psychiatrist 4

# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

Benchmark Title	# of Orgs	# of EEs	Average of Pay Range Minimums	Average of Pay Range Maximums	Weighted Average of Actual Pay
<b>Administration</b>					
Employment Counselor	10	995	\$3,033	\$4,682	\$3,787
<b>Legal</b>					
Industrial Insurance Appeals Judge 3	9	222	\$5,991	\$8,409	\$7,456
Investigator 2	8	330	\$3,660	\$5,315	\$4,552
Workers' Compensation Adjudicator 3	9	167	\$4,272	\$6,789	\$5,268
<b>Public Health</b>					
Agricultural Inspector 2	9	168	\$2,676	\$4,141	\$2,969
Epidemiologist 1	9	170	\$3,818	\$6,037	\$4,910
Food Safety Officer 2	10	293	\$3,289	\$4,906	\$4,812
Public Health Advisor 3	11	325	\$4,071	\$6,680	\$4,838
<b>Safety / Security</b>					
Commercial Vehicle Enforcement Officer 1	8	512	\$3,312	\$4,754	\$3,726
Licensing Services Representative 2	11	1768	\$2,749	\$3,945	\$3,030
<b>Sciences</b>					
Environmental Specialist 3	11	1061	\$3,775	\$5,817	\$4,818
Forensic Scientist 3	10	645	\$4,301	\$6,784	\$5,939
Natural Resource Specialist 2	7	188	\$3,697	\$5,902	\$4,666
<b>Social Services / Health Care</b>					
Attendant Counselor 1	11	5257	\$2,403	\$3,518	\$2,996
Financial Services Specialist 3	7	5228	\$3,043	\$4,653	\$3,970
Juvenile Rehabilitation Residential Counselor	9	420	\$3,317	\$5,159	\$3,748
Mental Health Technician 1	8	2161	\$2,263	\$3,176	\$2,606
Physician 2	12	187	\$9,230	\$14,895	\$13,640

## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

Benchmark Title	# of Orgs	# of EEs	Average of Pay Range Minimums	Average of Pay Range Maximums	Weighted Average of Actual Pay
Psychiatrist 4	11	220	\$10,458	\$16,363	\$15,402
Psychologist 4	11	278	\$4,751	\$7,189	\$6,288
Recreation & Athletics Specialist 2	10	216	\$2,929	\$4,414	\$3,792
Social Worker 3	11	1393	\$3,696	\$5,487	\$4,105
Support Enforcement Officer 2	6	1248	\$3,048	\$4,518	\$3,634
Vocational Rehabilitation Counselor 2	12	1076	\$3,511	\$5,343	\$4,420

## Section 3 – Compensation Practices

The following pages provide data tables associated with questions related to participant compensation practices, including:

- **Flex Time:** variable work schedule arrangements. Under flextime, employees are typically required to be at the work site during a core period (for example, between 9 a.m. and 3 p.m.), while the rest of the working day is "flextime," in which employees can choose when and where they work, subject to achieving total daily, weekly or monthly hours (subject to the necessary work being done).
- **Compressed Work Week:** a variation of flextime in which employees are expected to be at work for a total number of hours in a specified time period (such as 40 hours per week), but can work extended hours on certain days in exchange for certain days off (for example, working four 10-hour days within a work week).
- **Telework:** refers to the ability to work from home (either all or part of the time), rather than at the employer's worksite (also called "telecommuting", "working from/at home", "e-work", and "e-commuting").
- **Additions to Base Pay**
  - Evening shift differential
  - Night shift differential
  - Weekend work differential
  - Stand-by pay
  - Call-back pay
- **Pay Schedule Design**
- **Pay Progression Policies**
- **Pay Schedule Adjustments**
- **Employees at the Maximum:** how to compensate employees once they have reached the maximum of the pay range
- **Performance Based Pay**
- **Incentive Pay**
- **Reimbursements and Perks**

# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### FLEX TIME OR COMPRESSED WORK WEEK

#### ALL RESPONDENTS

Available to...	# of Respondents	% of Respondents
All employees	5	42%
Certain occupational groups only	2	17%
Case-by-case basis	5	42%
Not available to any employee	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### TELEWORK (TELECOMMUTING OR WORKING FROM HOME)

#### ALL RESPONDENTS

Available to...	# of Respondents	% of Respondents
All employees	1	8%
Certain occupational groups only	1	8%
Case-by-case basis	9	75%
Not available to any employee	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### ADDITIONS TO BASE PAY

*Respondents could check more than one.*

#### ALL RESPONDENTS

Type of Addition to Base Pay	# of Respondents	% of Respondents
Evening Shift Differential	9	75%
Night Shift Differential	10	83%
Weekend Shift Differential	5	42%
Standby or On-Call Pay	10	83%
Call-Back Pay	9	75%
No Additions to Base Pay	1	8%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



### Shift Differentials for those Employers that Offer Them

Basis	Evening Shift	Night Shift	Weekend Shift
% of base	5%, 7.5%	5%, 10%	5%, 5%, 7.5%
Per Hour	\$0.55, \$0.65, \$0.75, \$0.80 per hour	\$0.55, \$0.65, \$0.75, \$0.80 per hour	\$0.75 per hour

### Stand-By and Call-Back Pay for those Employers that Offer Them

Basis	Stand-By or On-Call	Call-Back
% of base	5%, 10%	10%, 50% (time and a half)
Per Hour	\$2.00	--
Per Shift	1 hour for each 6 hours	Minimum of 2, 3, or 4 hours

# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### PAY SCHEDULE DESIGN

Types of pay schedules that cover the largest employee group (excluding uniformed public safety personnel).

*Respondents could check more than one.*

#### ALL RESPONDENTS

Type of Pay Schedule	# of Respondents	% of Respondents
Grade and step pay schedules	8	67%
"Open" grades (minimum and maximum rates with no steps)	5	42%
Single rate, flat rates, or minimums only	1	8%
Not Applicable (no formal plan)	0	0%
No Response	0	0%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### PAY PROGRESSION/BASE PAY INCREASES

**What determines employees' salary increases (other than promotions)?**

*Respondents could check more than one.*

#### ALL RESPONDENTS

Basis for Pay Progression/Increases	# of Respondents	% of Respondents
Longevity or Time on the Job: For example, employees receive an increase automatically each year, such as a step increase	6	50%
Affordability Determinations/Budget Process: For example, an employee's increase depends on the amount of available funds each year, as approved by the governing body (Board or Legislature)	8	67%
Individual Performance Assessments: For example, an employee's increase depends on the results of an annual performance appraisal.	9	75%
Not Applicable (no formal plan)	0	0%
No Response	0	0%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### PAY SCHEDULE ADJUSTMENTS

How are the pay ranges/schedules adjusted?

*Respondents could check more than one.*

#### ALL RESPONDENTS

Pay Schedule Adjustments	# of Respondents	% of Respondents
Adjusted annually based on inflation or similar index (such as Consumer Price Index, etc.)	0	0%
Varies based on the budget process and approval by governing body (Legislature or Board)	7	58%
Varies depending on the results of market studies or estimates of changes in the market	6	50%
As defined in Collective Bargaining Agreement (CBA)	7	58%
Not Applicable (no formal plan)	0	0%
No Response	0	0%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### COMPENSATION PRACTICES

Do adjustments in the pay schedule automatically result in increases to employees' base pay?

ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	4	33%
No	7	58%
Not Applicable (no formal plan)	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

**Compensation for employees who have reached the maximum of the pay range**

*Respondents could check more than one.*

### ALL RESPONDENTS

Pay Schedule Adjustments	# of Respondents	% of Respondents
The employee's pay is "frozen" until the range maximum increases	8	67%
The employee receives the normal increase in a lump sum amount (which is not added to base pay)	1	8%
The employee receives a reduced increase in a lump sum amount (which is not added to base pay)	0	0%
The employee receives the normal increase (which is added to base pay), even if the employee's salary is above the range maximum	2	17%
The employee receives a reduced increase (which is added to base pay), even if the employee's salary is above the range maximum	1	8%
Not Applicable (no formal plan)	2	17%
No Response	0	0%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### OTHER TYPES OF INCENTIVE PAY

Are employees eligible for any of the following?

*Respondents could check more than one.*

#### ALL RESPONDENTS

Other Types of Incentive Pay	# of Respondents	% of Respondents
Additional pay or bonuses for attaining job-related skills, competencies, or certifications	1	8%
Recruitment or hiring bonuses	5	42%
Retention bonuses	3	25%
Referral bonuses	2	17%
None of the above	5	42%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## COMPENSATION PRACTICES

### REIMBURSEMENT AND PERKS

Indicate whether employees in your largest employee group (excluding uniformed public safety personnel and executives) are eligible for any of the following.

*Respondents could check more than one.*

#### ALL RESPONDENTS

Reimbursements and Perks	# of Respondents	% of Respondents
Relocation reimbursement (for new hires)	5	42%
Tuition assistance or reimbursement	11	92%
Student loan deferral, repayment, or forgiveness program	0	0%
Reimbursement for membership dues to job-related professional associations)	4	33%
Reimbursement for fees associated with certification/licensing attainment or maintenance	2	17%
Free or subsidized cell phone, PDA (such as blackberry), or similar device	1	8%
Free or subsidized parking	6	50%
Transportation or commuting assistance	7	58%
Employee Assistance Programs (EAP)	3	25%
Legal services or counseling	3	25%
Financial services or counseling	2	17%
Child care or elder care referral services	2	17%
On-site child care facilities (whether or not subsidized)	1	8%
On-site exercise facilities (whether or not subsidized)	1	8%
On-site cafeteria (whether or not subsidized)	5	42%
None of the above	0	0%
No Response	0	0%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## Section 4 – Paid Leave

The following pages provide data tables associated with questions related to participant paid leave practices including:

- **Types of Paid Leave Programs Provided**
  - Paid Time Off (PTO): combines vacation and sick leave into a single pool of time
  - Traditional vacation and sick leave accrual
- **Vacation/PTO Accrual Based On Years Of Service**
- **Vacation Carry-Over**
- **Vacation Cash-Out Policies**
- **Sick Leave Accrual**
- **Sick Leave Carry-Over**
- **Sick Leave Cash-Out**
- **Holidays**
- **Personal Days**

## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### TYPE OF PAID LEAVE PROGRAM

Which type of program do you have for paid leave?

##### *ALL RESPONDENTS*

Responses	# of Respondents	% of Respondents
Paid Time Off (PTO), which combines vacation and sick leave into a single pool of time off	0	0%
Traditional Vacation and Sick Leave Accrual	12	100%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## Vacation Accrual Rates – Predominant Response Based on Years -of Service

Upon completion of	Predominant Response
1 year of service	10 to 14 days (67%)
3 years of service	10 to 14 days (42%) 15 to 19 days (25%)
5 years of service	10 to 14 days (42%) 15 to 19 days (42%)
7 years of service	15 to 19 days (67%)
10 years of service	15 to 19 days (58%) 20 to 24 days (25%)
15 years of service	15 to 19 days (33%) 20 to 24 days (50%)
20 years of service	20 to 24 days (58%) 25 to 29 days (17%) 30+ days (17%)
25 years of service	20 to 24 days (33%) 25 to 29 days (42%) 30+ days (17%)

## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### VACATION CARRYOVER

Can employees carry-over unused vacation/annual/PTO days to the next year?

#### *ALL RESPONDENTS*

Response	# of Respondents	% of Respondents
Yes	12	100%
No	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## PAID LEAVE

### VACATION CARRYOVER LIMITS

What is the maximum number of vacation/annual/PTO days that an employee can carry over each year?\*

#### ALL RESPONDENTS

Response	#	%
Unlimited	2	17%
1x accrual rate	0	0%
1x accrual rate + 5 days	0	0%
1.5x accrual rate	0	0%
2x accrual rate	2	17%
4x accrual rate	0	0%
Less than 15 days	0	0%
15 to 19 days	1	8%
20 to 24 days	0	0%
25 to 29 days	0	0%
30 to 39 days	3	25%
40 to 49 days	0	0%
50 to 59 days	0	0%
60 to 69 days	0	0%
70 days or more	1	8%
Increases with tenure	0	0%
No Response	3	25%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated employees are allowed to carry over unused time

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## PAID LEAVE

### VACATION CASH OUT

**When can employees cash-out unused vacation/annual/PTO days?**

*Respondents could check more than one.*

#### ALL RESPONDANTS

Response	# of Respondents	% of Respondents
At the end of each year	0	0%
At termination	12	100%
At retirement	12	100%
Employees cannot cash out unused vacation / annual / PTO days	0	0%
No Response	0	0%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### VACATION CASH OUT RATE

What is the rate at which vacation/annual/PTO leave is cashed out?

##### ALL RESPONDANTS

Response	# of Respondents	% of Respondents
25%	0	0%
100%	8	67%
Less than 30 Days	0	0%
30 days or more	1	8%
Varies by accrual rate or years of service	0	0%
No Response	3	25%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated employees can cash-out unused leave.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### SICK LEAVE DAYS

Number of paid sick leave days provided/accrued per year

#### ALL RESPONDANTS

Response	# of Respondents	% of Respondents
Included in PTO	0	0%
None (0) or only STD*	0	0%
1 to 4 days per year	0	0%
5 to 9 days per year	0	0%
10 to 11 days per year	1	8%
12 days per year	5	42%
13 or more days per year	4	33%
No Response	2	17%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Short-term disability plan

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### SICK LEAVE CARRYOVER

Can employees carry-over unused sick leave to the next year?

**ALL RESPONDENTS**

Response	# of Respondents	% of Respondents
Yes	11	92%
No	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### SICK LEAVE CARRYOVER RATES

What is the maximum number of sick leave days that an employee can carry over each year?\*

#### ALL RESPONDANTS

Response	# of Respondents	% of Respondents
Unlimited	7	64%
Less than 12 days	1	9%
12 days	0	0%
13 to 99 days	2	18%
100 to 149 days	0	0%
150 to 199 days	0	0%
200 or more days	0	0%
No Response	1	9%
<b>Total</b>	<b>11</b>	<b>100%</b>

\*Includes only those organizations that indicated employees are allowed to carry over unused time.

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### SICK LEAVE CASH OUT

When can employees cash-out unused sick leave days?

*Respondents could check more than one.*

#### ALL RESPONDANTS

Response	# of Respondents	% of Respondents
At the end of each year	0	0%
At termination	2	17%
At retirement	8	67%
Employees cannot cash out unused sick leave	4	33%
No Response	0	0%

*\* Does not total to 100% since respondents could check more than one answer.*

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## PAID LEAVE

### SICK LEAVE CASH OUT RATE

What is the rate at which sick leave is cashed out?

#### *Public Sector*

Response	# of Respondents	% of Respondents
Less than 25%	3	5%
25%	14	22%
35%	1	2%
50%	8	12%
100%	4	6%
Varies (see note)**	16	25%
No Response	19	29%
<b>Total</b>	<b>65</b>	<b>100%</b>

\*Includes only those organizations that indicated employees can cash-out unused leave.

\*\*Varies by years of service or by termination type (layoff, voluntary termination, retirement, etc.).

In addition, many employers indicated that cash out was limited by a certain dollar amount or number of days. Examples include: Up to 120 days at 10%; Up to 62.5 days at 50%; Days earned over 120 at 25%; and similar policies.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### PAID HOLIDAYS

Number of paid holidays allowed per year.

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
None (0)	0	0%
1 to 4 days per year	0	0%
5 to 9 days per year	2	17%
10 to 14 days per year	9	75%
15 or more per year	0	0%
No Response	1	8%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## PAID LEAVE

### SICK LEAVE CASH OUT RATE

What is the rate at which sick leave is cashed out?

#### *Private Sector*

Response	# of Respondents	% of Respondents
Less than 25%	0	0%
25%	2	33%
35%	0	0%
50%	1	17%
100%	0	0%
Varies (see note)**	3	50%
No Response	0	0%
<b>Total</b>	<b>6</b>	<b>100%</b>

\*Includes only those organizations that indicated employees can cash-out unused leave.

\*\*Varies by years of service or by termination type (layoff, voluntary termination, retirement, etc.).

In addition, many employers indicated that cash out was limited by a certain dollar amount or number of days. Examples include: Up to 120 days at 10%; Up to 62.5 days at 50%; Days earned over 120 at 25%; and similar policies.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### SICK LEAVE CASH OUT RATE

What is the rate at which sick leave is cashed out?

##### ALL RESPONDANTS

Response	# of Respondents	% of Respondents
Less than 25%	3	4%
25%	16	23%
35%	1	1%
50%	9	13%
100%	4	6%
Varies (see note)	19	27%
No Response	19	27%
<b>Total</b>	<b>71</b>	<b>100%</b>

\*Includes only those organizations that indicated employees can cash-out unused leave.

\*\*Varies by years of service or by termination type (layoff, voluntary termination, retirement, etc.).

In addition, many employers indicated that cash out was limited by a certain dollar amount or number of days. Examples include: Up to 120 days at 10%; Up to 62.5 days at 50%; Days earned over 120 at 25%; and similar policies.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### PAID LEAVE

#### PAID PERSONAL DAYS

Number of paid personal days allowed per year.

**ALL RESPONDENTS**

Response	# of Respondents	% of Respondents
None (0)	6	50%
1 day	1	8%
2 days	1	8%
3 days	2	17%
4 or more per year	1	8%
No Response	1	8%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## Section 5 – Health Benefits

The following pages provide data tables associated with questions related to participant health benefit offerings, including:

- **Opt Out Benefit:** provides a taxable payment to those employees who choose not to accept the employer's medical coverage.
- **PPOs and POS Plans:** Preferred Provider Organizations (PPOs) and Point of Service (POS) medical plans. Medical insurance plans in which providers in the network (doctors, hospitals, and others) have agreements with the insurer or administrator to provide services at fixed or discounted rates.
  - Prevalence
  - Cost Sharing
  - Plan Design
- **HMOs and EPOs:** Health Maintenance Organizations (HMOs) and Exclusive Provider Organizations (EPOs). Closed network plans that cover only services rendered by those doctors and other providers who have agreed to treat patients in accordance with the plan's guidelines and restrictions. In these plans, unlike PPOs and POS plans, members are not reimbursed for any services provided outside of the network.
- **High Deductible Health Plans:** High deductible health plans (HDHPs) and Consumer Driven Health Plans (CDHPs). Insurance plans with annual deductibles that are considerably higher than a traditional PPO or POS plan. A CDHP is coupled with a Health Reimbursement Account (HRA) into which the employer can contribute money for the participant to use for out-of-pocket medical expenses. The intention of these plans is to create incentives for the member or patient to use fewer or lower cost services and therefore reduce medical costs.
  - **Health Reimbursement Accounts (HRAs):** a type of savings account that allows the employer or members to deposit part of their pre-tax income and use it to reimburse themselves for medical expenses. Unlike a Medical Reimbursement Account (see Page 42), Health Savings Accounts are only available to those participating in a qualified high-deductible health plan, which must have an annual deductible of at least \$1,100/year for individuals or \$2,200 for families.
- **Prescription Drug Stand Alone Plans**
- **Dental Stand Alone Plans**
- **Vision Stand Alone Plans**

# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### OPT OUT BENEFIT

Does your organization offer an Opt-Out Benefit? (a payment that employees receive if they opt out of medical coverage)?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	3	25%
No	9	75%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### OPT OUT BENEFIT AMOUNT

#### ALL RESPONDENTS

Annual Opt Out Benefit Amount	# of Respondents	% of Respondents
Less than \$250	0	0%
\$250 to \$499	0	0%
\$500 to \$999	0	0%
\$1,000 to \$1,499	1	33%
\$1,500 to \$1,999	1	33%
\$2,000 or more	0	0%
No Response	1	33%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide an opt out benefit.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### PPO AND POS PLANS

Does your organization offer an PPO (preferred provider organization) or POS (point of service) medical plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	12	100%
No	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### NUMBER OF PPO/POS PLANS OFFERED

##### ALL RESPONDENTS

Number of PPO/POS Plans Offered	# of Respondents	% of Respondents
1	8	67%
2	2	17%
3	1	8%
4 or more	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### PPO/POS PLAN - COST SHARING FOR SINGLE COVERAGE

For the PPO/POS plan with the highest enrollment

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	4	33%
1% to 9%	0	0%
10% to 19%	5	42%
20% to 29%	3	25%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### PPO/POS PLAN - COST SHARING FOR FAMILY COVERAGE

For the PPO/POS plan with the highest enrollment

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	2	17%
1% to 9%	0	0%
10% to 19%	4	33%
20% to 29%	6	50%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### PPO/POS PLAN - ANNUAL DEDUCTIBLE IN-NETWORK PER PERSON

For the PPO/POS plan with the highest enrollment

#### ALL RESPONDENTS

In-Network Annual Deductible per Person	# of Respondents	% of Respondents
None (\$0)	2	17%
\$1 to \$199	2	17%
\$200 to \$299	2	17%
\$300 to \$399	1	8%
\$400 to \$499	1	8%
\$500 to \$599	2	17%
\$600 to \$699	0	0%
\$700 to \$799	0	0%
\$800 or more	1	8%
No Response	1	8%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### PPO/POS PLAN - ANNUAL DEDUCTIBLE IN-NETWORK FAMILY MAXIMUM

For the PPO/POS plan with the highest enrollment

#### ALL RESPONDENTS

In-Network Annual Deductible Family Maximum	# of Respondents	% of Respondents
None (\$0)	2	17%
\$1 to \$299	2	17%
\$300 to \$499	0	0%
\$500 to \$699	2	17%
\$700 to \$899	1	8%
\$900 to \$1,199	3	25%
\$2,000 or more	2	17%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### PPO/POS PLAN - OFFICE COPAYMENT FOR PRIMARY CARE PHYSICIAN (PCP)

For the PPO/POS plan with the highest enrollment

#### ALL RESPONDENTS

Copay for PCP Office Visit	# of Respondents	% of Respondents
None	2	17%
\$1 to \$9	0	0%
\$10 to \$19	4	33%
\$20 to \$29	2	17%
\$30 to \$39	0	0%
\$40 or more	0	0%
1% to 9%	0	0%
10% to 19%	1	8%
20% to 29%	1	8%
30% to 39%	0	0%
40% or more	0	0%
No Response	2	17%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### PPO/POS PLAN - OFFICE COPAYMENT FOR SPECIALIST PHYSICIAN

For the PPO/POS plan with the highest enrollment

#### ALL RESPONDENTS

Copay for Specialist Office Visit	# of Respondents	% of Respondents
None	2	17%
\$1 to \$9	0	0%
\$10 to \$19	3	25%
\$20 to \$29	2	17%
\$30 to \$39	2	17%
\$40 or more	0	0%
1% to 9%	0	0%
10% to 19%	1	8%
20% to 29%	1	8%
30% to 39%	0	0%
40% or more	0	0%
No Response	1	8%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### PPO/POS PLAN - TYPICAL COINSURANCE

Typical patient coinsurance rate for most IN-NETWORK medical services  
(such as surgical procedures, hospital care, etc.)

#### ALL RESPONDENTS

Typical Coinsurance for In-Network Services	# of Respondents	% of Respondents
None	4	33%
1% to 9%	0	0%
10% to 19%	3	25%
20% to 29%	3	25%
30% to 39%	0	0%
40% or more	0	0%
No Response	2	17%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### PPO/POS - PRESCRIPTION DRUG BENEFITS

Are prescription drug benefits included in the PPO/POS plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	12	100%
No	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### PPO/POS - DENTAL BENEFITS

Are dental benefits included in the PPO/POS plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	3	25%
No	9	75%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### PPO/POS - VISION BENEFITS

Are vision benefits included in the PPO/POS plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	6	50%
No	6	50%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a PPO/POS plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HMO or EPO PLANS

Does your organization offer an HMO (Health Maintenance Organization) or EPO (Exclusive Provider Organization) medical plan?

### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	10	83%
No	2	17%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### NUMBER OF HMO/EPO PLANS OFFERED

#### ALL RESPONDENTS

Number of HMO/EPO Plans Offered	# of Respondents	% of Respondents
1	4	40%
2	2	20%
3	1	10%
4 or more	3	30%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HMO/EPO PLAN - COST SHARING FOR SINGLE COVERAGE

For the HMO/EPO plan with the highest enrollment

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	3	30%
1% to 9%	4	40%
10% to 19%	3	30%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HMO/EPO PLAN - COST SHARING FOR FAMILY COVERAGE

For the HMO/EPO plan with the highest enrollment

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	3	30%
1% to 9%	3	30%
10% to 19%	3	30%
20% to 29%	0	0%
30% to 39%	1	10%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HMO/EPO PLAN - ANNUAL DEDUCTIBLE IN-NETWORK PER PERSON

For the HMO/EPO plan with the highest enrollment

#### ALL RESPONDENTS

In-Network Annual Deductible per Person	# of Respondents	% of Respondents
None (\$0)	9	90%
\$1 to \$199	0	0%
\$200 to \$299	0	0%
\$300 to \$399	0	0%
\$400 to \$499	0	0%
\$500 to \$599	0	0%
\$600 to \$699	0	0%
\$700 to \$799	0	0%
\$800 or more	1	10%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HMO/EPO PLAN - ANNUAL DEDUCTIBLE IN-NETWORK FAMILY MAXIMUM

For the HMO/EPO plan with the highest enrollment

#### ALL RESPONDENTS

In-Network Annual Deductible Family Maximum	# of Respondents	% of Respondents
None (\$0)	9	90%
\$1 to \$299	0	0%
\$300 to \$499	0	0%
\$500 to \$699	0	0%
\$700 to \$899	0	0%
\$900 to \$1,199	0	0%
\$1,200 or more	1	10%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HMO/EPO PLAN - OFFICE COPAYMENT FOR PRIMARY CARE PHYSICIAN (PCP)

For the HMO/EPO plan with the highest enrollment

#### ALL RESPONDENTS

Copay for PCP Office Visit	# of Respondents	% of Respondents
None	1	10%
\$1 to \$9	1	10%
\$10 to \$19	6	60%
\$20 to \$29	1	10%
\$30 to \$39	1	10%
\$40 or more	0	0%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% or more	0	0%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HMO/EPO PLAN - OFFICE COPAYMENT FOR SPECIALIST PHYSICIAN

For the HMO/EPO plan with the highest enrollment

ALL RESPONDENTS

Copay for Specialist Office Visit	# of Respondents	% of Respondents
None	1	10%
\$1 to \$9	1	10%
\$10 to \$19	4	40%
\$20 to \$29	1	10%
\$30 to \$39	2	20%
\$40 or more	1	10%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% or more	0	0%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HMO/EPO PLAN - TYPICAL COINSURANCE

Typical patient coinsurance rate for most IN-NETWORK medical services  
(such as surgical procedures, hospital care, etc.)

#### ALL RESPONDENTS

Typical Coinsurance for In-Network Services	# of Respondents	% of Respondents
None	5	50%
1% to 9%	0	0%
10% to 19%	1	10%
20% to 29%	1	10%
30% to 39%	0	0%
40% or more	0	0%
No Response	3	30%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HMO/EPO - PRESCRIPTION DRUG BENEFITS

Are prescription drug benefits included in the HMO/EPO plan?

##### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	10	100%
No	0	0%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HMO/EPO - DENTAL BENEFITS

Are dental benefits included in the HMO/EPO plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	3	30%
No	7	70%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HMO/EPO - VISION BENEFITS

Are vision benefits included in the HMO/EPO plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	5	50%
No	5	50%
No Response	0	0%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HMO/EPO plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HDHP/CDHP PLANS

Does your organization offer an High Deductible Health Plan (HDHP) or Consumer Driven Health Plan (CDHP)?

### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	3	25%
No	9	75%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### NUMBER OF HDHP/CDHP PLANS OFFERED

#### ALL RESPONDENTS

Number of HDHP/CDHP Plans Offered	# of Respondents	% of Respondents
1	2	67%
2	0	0%
3	1	33%
4 or more	0	0%
No Response	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HEALTH SAVINGS ACCOUNT

Does the plan include a health savings account (HSA)?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	2	67%
No	1	33%
No Response	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP Plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

How much does the EMPLOYER contribute to the health savings account (HSA) each year for family coverage?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
None	0	0%
Less than \$500	0	0%
\$500 to \$999	1	50%
\$1,000 to \$1,999	0	0%
\$2,000 to \$2,999	1	50%
\$3,000 to \$4,999	0	0%
\$5,000 or more	0	0%
Current IRS Limit	0	0%
No Response	0	0%
<b>Total</b>	<b>2</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a Health Savings Account.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HDHP/CDHP PLAN - COST SHARING FOR SINGLE COVERAGE

For the HDHP/CDHP plan with the highest enrollment

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (no required employer contribution)	1	33%
1% to 9%	2	67%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HDHP/CDHP PLAN - COST SHARING FOR FAMILY COVERAGE

For the HDHP/CDHP plan with the highest enrollment

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (no required employer contribution)	1	33%
1% to 9%	0	0%
10% to 19%	1	33%
20% to 29%	1	33%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (retiree pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HDHP/CDHP PLAN - ANNUAL DEDUCTIBLE IN-NETWORK PER PERSON

For the HDHP/CDHP plan with the highest enrollment

#### ALL RESPONDENTS

In-Network Annual Deductible per Person	# of Respondents	% of Respondents
Less than \$1,000	0	0%
\$1,000 to \$1,499	1	33%
\$1,500 to \$1,999	1	33%
\$2,000 to \$2,499	0	0%
\$2,500 to \$2,999	0	0%
\$3,000 or more	0	0%
No Response	1	33%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HDHP/CDHP PLAN - ANNUAL DEDUCTIBLE IN-NETWORK FAMILY MAXIMUM

For the HDHP/CDHP plan with the highest enrollment

#### ALL RESPONDENTS

In-Network Annual Deductible Family Maximum	# of Respondents	% of Respondents
Less than \$2,000	0	0%
\$2,000 to \$2,999	1	33%
\$3,000 to \$3,999	1	33%
\$4,000 to \$4,999	0	0%
\$5,000 to \$5,999	0	0%
\$6,000 or more	0	0%
No Response	1	33%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HDHP/CDHP PLAN - OFFICE COPAYMENT FOR PRIMARY CARE PHYSICIAN (PCP)

For the HDHP/CDHP plan with the highest enrollment

#### ALL RESPONDENTS

Copay for PCP Office Visit	# of Respondents	% of Respondents
None	0	0%
\$1 to \$9	0	0%
\$10 to \$19	1	33%
\$20 to \$29	1	33%
\$30 to \$39	0	0%
\$40 or more	0	0%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% or more	0	0%
No Response	1	33%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HDHP/CDHP PLAN - OFFICE COPAYMENT FOR SPECIALIST PHYSICIAN

For the HDHP/CDHP plan with the highest enrollment

#### ALL RESPONDENTS

Copay for Specialist Office Visit	# of Respondents	% of Respondents
None	0	0%
\$1 to \$9	0	0%
\$10 to \$19	0	0%
\$20 to \$29	0	0%
\$30 to \$39	2	67%
\$40 or more	0	0%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% or more	0	0%
No Response	1	33%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



Report Name: Health - HDHP-CDHP Copay Specialist  
Date Printed: Monday, March 08, 2010

# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HDHP/CDHP PLAN - TYPICAL COINSURANCE

Typical patient coinsurance rate for most IN-NETWORK medical services  
(such as surgical procedures, hospital care, etc.)

#### ALL RESPONDENTS

Typical Coinsurance for In-Network Services	# of Respondents	% of Respondents
None	1	33%
1% to 9%	0	0%
10% to 19%	1	33%
20% to 29%	0	0%
30% to 39%	0	0%
40% or more	0	0%
No Response	1	33%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HDHP/CDHP - PRESCRIPTION DRUG BENEFITS

Are prescription drug benefits included in the HDHP/CDHP plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	3	100%
No	0	0%
No Response	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### HDHP/CDHP - DENTAL BENEFITS

Are dental benefits included in the HDHP/CDHP plan?

Out-of-State

ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	0	0%
No	3	100%
No Response	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### HDHP/CDHP - VISION BENEFITS

Are vision benefits included in the HDHP/CDHP plan?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	1	33%
No	2	67%
No Response	0	0%
<b>Total</b>	<b>3</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a HDHP/CDHP plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### PRESCRIPTION DRUG – STAND ALONE

Do you offer a stand-alone prescription drug plan (separate from the medical plans)?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	1	8%
No	11	92%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### STAND ALONE PRESCRIPTION DRUG PLAN - COST SHARING FOR SINGLE COVERAGE

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	1	100%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>1</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a stand-alone Rx plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### STAND ALONE PRESCRIPTION DRUG PLAN – COST SHARING FOR FAMILY COVERAGE

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	1	100%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	0	0%
No Response	0	0%
<b>Total</b>	<b>1</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a stand-alone Rx plan

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### DENTAL PLANS – STAND ALONE

Do you offer a stand-alone dental plan (separate from the medical plans)?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	10	83%
No	2	17%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### STAND ALONE DENTAL PLAN - COST SHARING FOR SINGLE COVERAGE

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays the full amount)	2	20%
1% to 9%	3	30%
10% to 19%	0	0%
20% to 29%	2	20%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	1	10%
90% to 99%	0	0%
100% (employee pays full amount)	1	10%
No Response	1	10%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a stand-alone dental plan

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### STAND ALONE DENTAL PLAN – COST SHARING FOR FAMILY COVERAGE

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	1	10%
1% to 9%	2	20%
10% to 19%	0	0%
20% to 29%	2	20%
30% to 39%	1	10%
40% to 49%	0	0%
50% to 59%	1	10%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	1	10%
90% to 99%	0	0%
100% (employee pays full amount)	1	10%
No Response	1	10%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a stand-alone dental plan

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### VISION PLANS – STAND ALONE

Do you offer a stand-alone vision plan (separate from the medical plans)?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	6	50%
No	6	50%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## HEALTH BENEFITS

### STAND ALONE VISION PLAN - COST SHARING FOR SINGLE COVERAGE

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	1	17%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	4	67%
No Response	1	17%
<b>Total</b>	<b>6</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a stand-alone vision plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### HEALTH BENEFITS

#### STAND ALONE VISION PLAN – COST SHARING FOR FAMILY COVERAGE

##### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	2	33%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	3	50%
No Response	1	17%
<b>Total</b>	<b>6</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a stand-alone vision plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## Section 6 – Retirement Benefits

The survey asked about the prevalence, cost sharing, and plan design for the following types of retirement benefits:

- **Defined Benefit (DB) Plans:** retirement plans that specify a monthly benefit predetermined by a formula (usually based on a multiplier, the individual's years of service, and earnings history), rather than depending on contributions and investment returns.
- **Defined Contribution or Deferred Compensation (DC) Plans:** any plan with individual accounts that provides a benefit at retirement based on the contributions made throughout the employee's career including any investment returns (such as a 401k plan, named for the section of the Internal Revenue Code that defines these plans).
- **Retiree Health Benefits**

# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### DEFINED BENEFIT PLANS

Does your organization offer a defined benefit (pension) plan to employees hired today (September 2009)?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	11	92%
No	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### DB PLAN - CURRENT EMPLOYER CONTRIBUTION RATE

What is the employer contribution level (as a % of pay this year) for the current plan year?

#### ALL RESPONDENTS

Contribution rate as a percent of pay	# of Respondents	% of Respondents
0% (no required employer contribution)	1	9%
Less than 3%	0	0%
3% to 4.99%	2	18%
5% to 6.99%	1	9%
7% to 8.99%	0	0%
9% to 11.99%	3	27%
12% or more	4	36%
No Response	0	0%
<b>Total</b>	<b>11</b>	<b>100%</b>

\* Includes only those organizations that indicated they provide a Defined Benefit plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### DB PLAN - CURRENT EMPLOYEE CONTRIBUTION RATE

What is the employee contribution level (as a % of pay this year) for the current plan year?

#### ALL RESPONDENTS

Contribution rate as a percent of pay	# of Respondents	% of Respondents
0% (no required employee contribution)	2	18%
Less than 3%	0	0%
3% to 4.99%	3	27%
5% to 6.99%	3	27%
7% to 8.99%	1	9%
9% to 11.99%	2	18%
12% or more	0	0%
No Response	0	0%
<b>Total</b>	<b>11</b>	<b>100%</b>

\* Includes only those organizations that indicated they provide a Defined Benefit plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### DB PLAN NORMAL BENEFIT AGE/SERVICE COMBINATIONS

What age and service combinations provide a full, unreduced pension benefit?

*Respondents could check more than one.*

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Age 65 with 5 years of service	7	64%
Age 62 with 10 years of service	1	9%
Age 60 with 15 years of service	1	9%
Age 55 with 20 years of service	1	9%
Age 55 with 25 years of service	2	18%
Any age with 25 years of service	1	9%
No Response	4	36%

\* Includes only those organizations that indicated they provide a Defined Benefit plan.

\*\* Does not total to 100% since respondents could check more than one answer.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### RETIREMENT BENEFITS

#### DEFINED BENEFIT PLANS

Are pension benefits indexed to the cost of living?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	5	45%
No	6	55%
No Response	0	0%
<b>Total</b>	<b>11</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a Defined Benefit plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### DEFINED CONTRIBUTION PLANS

Does your organization offer a defined contribution or deferred compensation retirement plan (such as a 401k, 403b, or 457 plan) to employees hired today (September 2009)?

#### *ALL RESPONDENTS*

Response	# of Respondents	% of Respondents
Yes	11	92%
No	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### DC PLAN - CURRENT AUTOMATIC EMPLOYER CONTRIBUTION RATE

What is the **EMPLOYER** automatic contribution (that is, a contribution that is made regardless of whether the employee contributes?)

#### ALL RESPONDENTS

Contribution rate as a percent of pay	# of Respondents	% of Respondents
0% (no automatic employer contribution)	7	64%
Less than 3%	1	9%
3% to 4.99%	1	9%
5% to 6.99%	0	0%
7% to 8.99%	0	0%
9% to 11.99%	0	0%
12% or more	1	9%
No Response	1	9%
<b>Total</b>	<b>11</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a Defined Contribution plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### DC PLAN - CURRENT EMPLOYER MATCHING CONTRIBUTION RATE

What is the maximum EMPLOYER matching contribution as a percent of pay?

#### ALL RESPONDENTS

Contribution rate as a percent of pay	# of Respondents	% of Respondents
0% (no employer match)	6	55%
Less than 3%	0	0%
3% to 4.99%	1	9%
5% to 6.99%	0	0%
7% to 8.99%	0	0%
9% to 11.99%	1	9%
12% or more	0	0%
No Response	3	27%
<b>Total</b>	<b>11</b>	<b>100%</b>

\* Includes only those organizations that indicated they provide a Defined Contribution plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### RETIREMENT BENEFITS

#### RETIREE HEALTH BENEFITS – PRE-65

Are employees retiring today eligible for retiree health benefits before age 65?

#### *ALL RESPONDENTS*

Response	# of Respondents	% of Respondents
Yes	11	92%
No	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### RETIREE HEALTH - SINGLE COVERAGE COST SHARING

% of premium that is paid by the RETIREE for single coverage (for the most popular plan) for pre-65 retirees

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
0% (employer pays full amount)	1	9%
1% to 9%	0	0%
10% to 19%	1	9%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	1	9%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	1	9%
100% (retiree pays full amount)	5	45%
No Response	1	9%
<b>Total</b>	<b>10</b>	<b>91%</b>

\*Includes only those organizations that indicated they provide retiree health benefits.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### RETIREE HEALTH - FAMILY COVERAGE COST SHARING

% of premium that is paid by the RETIREE for family coverage (for the most popular plan) for pre-65 retirees

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
0% (employer pays full amount)	0	0%
1% to 9%	1	9%
10% to 19%	1	9%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	1	9%
100% (retiree pays full amount)	5	45%
No Response	2	18%
<b>Total</b>	<b>10</b>	<b>91%</b>

\*Includes only those organizations that indicated they provide retiree health benefits.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## RETIREMENT BENEFITS

### RETIREE HEALTH BENEFITS – POST-65

Are employees retiring today eligible for retiree health benefits after age 65?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	11	92%
No	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## Section 7 – Other Benefits

The survey asked about the prevalence and cost sharing for the following types of other benefits:

- **Short Term Disability (STD)**
- **Long Term Disability (LTD)**
- **Accidental Death & Dismemberment Insurance**
- **Basic Life Insurance**
- **Supplemental Life Insurance**
- **Medical Reimbursement Accounts**
- **Dependent Care Reimbursement Accounts**
- **Long Term Care Insurance Plans**
- **Transit Reimbursement Accounts**
- **Parking Reimbursement Accounts**

## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### SHORT TERM DISABILITY PLANS

Do you offer a short-term disability plan to employees?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	7	58%
No	5	42%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## OTHER BENEFITS

### SHORT TERM DISABILITY PLAN - COST SHARING

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	2	29%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	4	57%
No Response	1	14%
<b>Total</b>	<b>7</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a short-term disability plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### LONG TERM DISABILITY PLANS

Do you offer a long-term disability plan to employees?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	11	92%
No	0	0%
No Response	1	8%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## OTHER BENEFITS

### LONG TERM DISABILITY PLAN - COST SHARING

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	3	27%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	1	9%
40% to 49%	0	0%
50% to 59%	1	9%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	5	45%
No Response	1	9%
<b>Total</b>	<b>11</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a long-term disability plan

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### ACCIDENTAL DEATH & DISMEMBERMENT (AD&D) PLANS

Do you offer a AD&D plan to employees?

##### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	9	75%
No	3	25%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## OTHER BENEFITS

### AD&D PLAN - COST SHARING

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	3	33%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	5	56%
No Response	1	11%
<b>Total</b>	<b>9</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide an Accidental Death and Dismemberment (ADD) plan.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### BASIC LIFE INSURANCE PLANS

Do you offer basic life insurance to employees?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	12	100%
No	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## OTHER BENEFITS

### BASIC LIFE INSURANCE - COST SHARING

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	10	83%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	1	8%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	1	8%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide basic life insurance.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### SUPPLEMENTAL LIFE INSURANCE PLANS

Do you offer supplemental life insurance to employees?

##### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	12	100%
No	0	0%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## OTHER BENEFITS

### SUPPLEMENTAL LIFE INSURANCE - COST SHARING FOR EMPLOYEE COVERAGE

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	0	0%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	1	8%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	1	8%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	10	83%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide supplemental life insurance.

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### SUPPLEMENTAL LIFE INSURANCE - COST SHARING FOR SPOUSE COVERAGE

##### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	0	0%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	1	8%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	9	75%
No Response	2	17%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide supplemental life insurance.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



# STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

## OTHER BENEFITS

### SUPPLEMENTAL LIFE INSURANCE - COST SHARING FOR DEPENDENT COVERAGE

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	0	0%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	1	8%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	9	75%
No Response	2	17%
<b>Total</b>	<b>12</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide supplemental life insurance.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### MEDICAL REIMBURSEMENT ACCOUNT (FLEXIBLE SPENDING ACCOUNT)

Can employees set aside part of their pre-tax income to pay for health care expenses?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	10	83%
No	2	17%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### MEDICAL REIMBURSEMENT ACCOUNT – MAXIMUM EMPLOYEE SET ASIDE

#### Maximum Annual Amount of Employee Pre-Tax Contribution to the Account

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
Less than \$1,000	0	0%
\$1,000 to \$1,999	0	0%
\$2,000 to \$2,999	0	0%
\$3,000 to \$3,999	1	10%
\$4,000 to \$4,999	1	10%
\$5,000 to \$5,999	4	40%
\$6,000 to \$6,999	1	10%
\$7,000 or more	2	20%
No Response	1	10%
<b>Total</b>	<b>10</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a medical reimbursement account.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### DEPENDENT CARE REIMBURSEMENT ACCOUNT (FLEXIBLE SPENDING ACCOUNT)

Can employees set aside part of their pre-tax income to pay for child care or elder care expenses?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	11	92%
No	0	0%
No Response	1	8%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### DEPENDENT CARE REIMBURSEMENT ACCOUNT – MAXIMUM EMPLOYEE SET ASIDE

Maximum Annual Amount of Employee Pre-Tax Contribution to the Account

#### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
Less than \$1,000	0	0%
\$1,000 to \$1,999	1	9%
\$2,000 to \$2,999	0	0%
\$3,000 to \$3,999	0	0%
\$4,000 to \$4,999	0	0%
\$5,000 (current IRS limit)	9	82%
No Response	1	9%
<b>Total</b>	<b>11</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a dependent care reimbursement account.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### LONG TERM CARE INSURANCE PLANS

Do you offer insurance for long-term care (nursing home insurance)?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	8	67%
No	4	33%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### LONG TERM CARE INSURANCE - COST SHARING

##### ALL RESPONDENTS

Percent Paid by the EMPLOYEE	# of Respondents	% of Respondents
0% (employer pays full amount)	0	0%
1% to 9%	0	0%
10% to 19%	0	0%
20% to 29%	0	0%
30% to 39%	0	0%
40% to 49%	0	0%
50% to 59%	0	0%
60% to 69%	0	0%
70% to 79%	0	0%
80% to 89%	0	0%
90% to 99%	0	0%
100% (employee pays full amount)	8	100%
No Response	0	0%
<b>Total</b>	<b>8</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide long-term care insurance.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### TRANSIT REIMBURSEMENT ACCOUNT

Can employees set aside part of their pre-tax income to pay for commuting costs?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	4	33%
No	8	67%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the largest employee group (excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### TRANSIT REIMBURSEMENT ACCOUNT – MAXIMUM EMPLOYEE SET ASIDE

#### Maximum Annual Amount of Employee Pre-Tax Contribution to the Account

#### ALL RESPONDENTS

Annual Maximum	# of Respondents	% of Respondents
Less than \$250	1	25%
\$250 to \$999	0	0%
\$1,000 to \$1,439	0	0%
\$1,440 (current IRS limit)	3	75%
No Response	0	0%
<b>Total</b>	<b>4</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a transit reimbursement account.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### PARKING REIMBURSEMENT ACCOUNT

Can employees set aside part of their pre-tax income to pay for parking costs?

#### ALL RESPONDENTS

Response	# of Respondents	% of Respondents
Yes	6	50%
No	6	50%
No Response	0	0%
<b>Total</b>	<b>12</b>	<b>100%</b>

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## STATE OF WASHINGTON 2010 TOTAL COMPENSATION SURVEY

### OTHER BENEFITS

#### PARKING REIMBURSEMENT ACCOUNT – MAXIMUM EMPLOYEE SET ASIDE

#### Maximum Annual Amount of Employee Pre-Tax Contribution to the Account

#### ALL RESPONDENTS

Annual Maximum	# of Respondents	% of Respondents
Less than \$500	1	17%
\$500 to \$999	0	0%
\$1,000 to \$1,499	0	0%
\$1,500 to \$1,999	0	0%
\$2,000 to \$2,499	0	0%
\$2,760 (current IRS limit)	5	83%
No Response	0	0%
<b>Total</b>	<b>6</b>	<b>100%</b>

\*Includes only those organizations that indicated they provide a parking reimbursement account.

All answers are applicable to the  
largest employee group  
(excluding uniformed public safety personnel)



## APPENDIX A – Out-Of-State Benchmark Summaries

### Administration Job Family

#### EMPLOYMENT COUNSELOR

As a fully-qualified professional Employment Counselor, conducts individual and group employment training, conducts full client assessment services for job placements, and/or provides specialized services geared to the individual clients' needs. Typical responsibilities of an Employment Counselor include:

- Developing individual employment plans that ensure the clients' success;
- Conducting job search workshops that includes counseling on career decision-making;
- Managing participant group cases and monitoring their employment plans and service strategies during the program participation and after job placement;
- Contacting potential employers to solicit job openings and provide related-business services.

#### Special Notes

- Requires a bachelor's degree AND two years of experience in social or human resource services, public relations, or public contact work, such as unemployment insurance, social services, human resource services, education, public relations, benefits programs, insurance claims, law enforcement, banking, and real estate.
- Exclude positions with mixed duties, such as part-time salary administration or benefit specialist, and positions that do not require at least a year of full-time interviewing experience.
- Exclude entry-level interviewers who conduct initial screening or other limited interviews or anyone whose salary varies according to the number of interviews or placement made.
- May regularly assign, instruct, and check the work of one or two other interviewers, but is not a supervisor.

### Legal Job Family

#### INDUSTRIAL INSURANCE APPEALS JUDGE 3

Schedules and presides over pre-hearing conferences and hearings of appealed claims for industrial insurance disability benefits, occupational safety appeals, rate assessment appeals, medical provider and ergonomic appeals. Writes proposed decisions, including findings of fact and conclusions of law, which determine the claimants' eligibility for compensation, and the duration/degree of disability on which compensation will be based. Issues subpoenas, orders medical and psychiatric examinations, evaluates testimony of expert witnesses, and questions witnesses when necessary. These hearings are adversary proceedings by attorneys in accordance with the rules of evidence and Superior Court civil rules. Proposed decisions become legally binding unless further appealed within prescribed time limit.

#### Special Notes:

This is an experienced administrative law judge, for which we require active or judicial membership in the state bar. These hearings are conducted subject to formal rules of evidence and procedures applied in general jurisdiction civil trials. Appeals to court are de novo on the record made before this industrial appeals judge.

## INVESTIGATOR 2

As an experienced Investigator conducts statewide investigations, both civil and criminal, encompassing business, worker, employer, and provider fraud and abuse, complaints of Industrial Insurance Discrimination, benefit claims, wage claims credit card fraud, theft, embezzlement, and other law or security violations in the capacity of a company or agency (not police) detective. These types of investigations include extensive analysis of documentation, electronic databases, taking testimonial evidence, service of subpoenas, and other methods to develop evidence admissible in court or in a civil hearing.

Investigative work refers to the process of gathering facts, developing evidence in accordance with judicial rules, governing admissibility in court and the analysis of case information for the purpose of substantiating or validating civil and/or criminal allegations or claims. Provide expert consultation to law enforcement agencies and prosecutor's offices concerning investigative methods and practices. Investigators perform a full range of investigative duties required to complete an investigation. This includes:

- Cooperate with prosecutors and local law enforcement agencies to develop sources of information;
- Locate and question witnesses; locate violators (skip tracing);
- Analyze information gathered through investigative process; examine pattern of activities to determine if any violation has occurred;
- Researching and analyzing complex legal and financial records to determine their relevance, reliability, authenticity, value and validity.
- Obtain statements, preparing or attending depositions or obtaining confessions.
- Obtain and coordinate service of search warrants.
- Collecting, handling and preserving evidence in accordance with the rules of evidence.
- Conduct surveillance and interrogation of suspects;
- Writing investigation reports, establishing proof of facts and evidence sufficient for use in a court or administrative hearing.
- Presenting evidence and completed investigations.
- Testify in court or other proceedings.
- Conduct mediation or settlement negotiations.

### Special Notes:

1. Requires five years of investigative experience.
2. Exclude positions where investigator must be an attorney.
3. Exclude full-time skip tracers and collectors and accountants or auditors.

## WORKERS' COMPENSATION ADJUDICATOR 3

Adjudicates industrial insurance claims through accident reports and supplementary statements from workers, employers, and physicians. Determines whether benefits are allowable as the result of industrial injury or occupational disease. Determines the time limit within which wage loss benefits will be payable, and the monthly amount payable. Determines eligibility for, and amount of, Permanent Partial Disability awards. Resolves disputed claims by gathering additional facts by telephone, letter, or by directing investigations of field staff. Manages claims and authorizes medical treatment and diagnostic studies. Manages and directs return-to-work activities and determines needs for vocational rehabilitation services. Approves or denies formal plans for vocational services based on need and probable outcome. Resolves protests and other legal disputes from workers, employers, physicians, and/or their representatives.

Adjudicates applications for case re-opening based on aggravation and determines entitlement for additional benefits. Sets case reserve amounts.

**Special Notes:**

This level of adjudicator handles all types of worker compensation adjudication claims regardless of complexity.

**Public Health**

**AGRICULTURAL INSPECTOR 2**

Samples, inspects, tests, and certifies samples of fruits and vegetables at shipping or trading points. Certifies products according to color, blemish, shape, mechanical damage, classifications of maturity, firmness, size, internal quality, diseases, pests or pest damage; assures compliance with packaging and labeling laws and regulations or purchase contract specifications. Operates instruments or equipment such as pressure testers, refractometers, size rings, and caustic or steam peelers. Performs tests for soluble solids and starch iodine on apples as required.

Issues certificates of grade, condition, and phyto-sanitation for standards compliance or use in contract payment to growers. Conducts quality control inspections. Signs authorizations for foreign import, export, domestic shipment and sale in accord with state and federal regulations and regulations of countries to which some products will be exported. Rejects or detains and (with supervisory approval) orders destruction of products. Explains reasons for findings to buyers, producers and processors. Mediates settlement of claims without formal proceedings whenever possible.

**Special Notes:**

1. Trains entry level inspectors as assigned.
2. We require one year of experience as a Horticulture Inspector Trainee and a valid license issued by the U.S. Department of Agriculture to inspect horticultural products.

**EPIDEMIOLOGIST 1**

Within the Department of Labor or the Department of Health, performs epidemiological investigations of human morbidity and mortality; conducts disease outbreak investigations to identify causative agents and environmental conditions resulting in disease outbreaks; and identifies causative agents resulting in adverse health conditions and proposes corrective actions. Prepares detailed reports based on previously developed or established case control, cohort, or cross sectional studies. Also provides limited public health information and consultative services.

A Master's degree in epidemiology or a Master's degree in public health with 12 graduate quarter hours (500 level or above) in epidemiology and 12 graduate quarter hours in biostatistics, and one year of experience in epidemiology research and analysis.

**FOOD SAFETY OFFICER 2**

This is an experienced, professional food safety officer who investigates, monitors, and enforces state regulations in dairy and food manufacturing, packaging, and storage facilities. Inspects and approves plans for construction of such facilities and the installation of equipment. Inspects plants for cleanliness and processes used to prevent contamination. Makes judgment of the safety of food based upon observed temperature and handling. Obtains samples to test for adulteration and bacterial contamination.

Explains need for specific sanitary procedures; identifies conditions which are deficient and exercises judgment in negotiating corrective measures and completion dates; takes independent on-site action such as embargo, degrade, or plant closure. Condemns batches of contaminated food products when necessary. Recommends legal enforcement action when

needed. Provides technical assistance to consulting firms, municipal officials, industrial plant personnel, and other local government personnel regarding problems and practices affecting sanitation in the dairy, food, and transportation industry.

**Special Notes:**

1. We require a bachelor's degree and at least two years of experience.
2. Please exclude meat inspectors or restaurant, sewage, and public water system sanitation personnel.

**PUBLIC HEALTH ADVISOR 3**

Within the Department of Social and Health Services or the Department of Health, manages a specific public health program, provides support and direction to public and private agencies on the management and administration of public health programs, leads professional/technical staff in a public health program or survey team of public health or, serves as a technical specialist on public health issues.

With assistance from supervisor is responsible for planning, implementing, and evaluating an environmental health program in an area such as air quality, chemical hazards, drinking water, food protection, groundwater protection, hazardous waste, health care facilities, injury control, institutional facilities, noise, personal living environments, shellfish protection, solid waste, toxic substances, vector control, wastewater, and water recreational facilities; establishes and monitors program objectives and priorities;

For purposes of this class series, a public health program involves those activities oriented toward the protection of the citizens by preventing illness or mortality with exposure to environmental hazards.

A Master's degree in public health, environmental health, or allied science with a minimum of 30 semester or 45 quarter hours in natural or physical science and four years of professional experience in public health, including three years in a consultative, supervisory, administrative or advisory capacity.

**Safety/Security**

**COMMERCIAL VEHICLE ENFORCEMENT OFFICER 1**

As an armed commercial vehicle enforcement officer with authority limited to commercial vehicles, enforces state and federal laws pertaining to commercial vehicle operation, working generally at interior and ports of entry.

Inspects vehicles for securement of loads, size and weight, equipment safety, licensing, driver qualifications and hours of operation. Inspects radioactive and other hazardous materials transporters. Issues arrest citations for violations. Inspects and assists at commercial accident scenes. Operates portable and stationary scales. Testifies in court on contested arrests, and as an expert witness on commercial vehicle defects. Operates emergency vehicles as assigned.

Inspects driver documents, operator's license, vehicle license, and permits for compliance with appropriate federal and state regulations. Enforce permits for oversized loads, checking for need of pilot cars, signs, flags, lights, and other requirements. Issue licensing trip and fuel permits. Provide direction, information, and assistance to the public. Responds to motor vehicle collisions and renders first aid or traffic control. Conducts compliance review safety audits and investigations of transportation violations, accidents, incidents and complaints with respect to evasion of motor carrier safety regulations that include driver and vehicle safety, hazardous materials, record keeping and permit authorities.

## **LICENSING SERVICES REPRESENTATIVE 2**

This is a fully qualified working level motor vehicle licensing representative. Examines documentation and applications for legality and compliance with the law. Conducts drivers license testing and approves and issues driver and/or vehicle licenses, titles, registrations, tags and related permits to the public. Interprets and applies knowledge of laws, regulations, rules, policies and procedures in the resolution of inquiries, complaints, problems, and investigations of possible fraudulent activities regarding driver licensing. Conducts drive tests to determine an applicant's ability to operate a vehicle, commercial vehicle and/or motorcycle safely. Administers special examinations to problem drivers, e.g., individuals with physical or mental disabilities or drivers with special needs. Provides special identification for government officials, law enforcement, disabled placard holders and individuals. Conducts investigations and/or inspection audits of commercial driving schools.

### **Special Notes:**

Our minimum qualifications are completion of a structured 12-month training program; or an associate of arts degree and two years of experience; or equivalent education/experience.

## **Sciences**

### **ENVIRONMENTAL SPECIALIST 3**

Serves as a senior professional environmental specialist working independently with little direction and supervision. Assigned to a program that is responsible for developing and/or implementing environmental laws and regulations that involve air, waste, or water issues statewide. Performs the following typical duties:

- Investigates highly technical complaints/violations, coordinates complaint/enforcement priorities, assists in negotiating agreements/settlements, prepares final permit evaluation/report for approval, may impose on-site enforcement action;
- Conducts or oversees technical data collection and analyses, writes reports and/or reviews draft reports;
- Reviews permit applications, negotiates permit conditions, serves as a senior permit writer for complex sites;
- Develops and/or implements project plans, consent decrees, orders or scientific studies for cleanups/resource management;
- Makes recommendations regarding sampling and analytical testing methods, best management practices, technical operating procedures; or the development, coordination, and implementation of environmental technical assistance programs involving pollution prevention, pollution control, or natural resource management;
- Provides technical assistance to grant/contract/loan recipients in the planning, design, construction and/or implementation of environmental protection projects.

### **Special Notes:**

1. May serve as a lead worker.
2. Typically requires a bachelor's degree in environmental, physical or a natural science, and two years of professional experience in environmental analysis or control.

### **FORENSIC SCIENTIST 3**

In an assigned forensic discipline, positions at this level perform complex analyses on physical evidence in criminal cases submitted to the forensic laboratory. Complex analysis of physical evidence involves casework where applied research, method modification, or a unique approach may be necessary; or a single definite conclusion is not possible and a weighted conclusion is warranted; or casework that requires the reconstruction of an event or series of events based upon the interpretation of physical evidence.

The forensic scientist series reflects the professional level requirements and standards for conducting work in one or more forensic science disciplines such as: DNA, controlled substances, chemistry, trace evidence, fire debris, explosives, questioned documents, latent prints, firearms and toolmarks, toxicology, and crime scene investigations. Because the most responsible activity of a forensic scientist is to help prove or disprove the elements of a crime that may lead to the identification of the person(s) responsible, the primary functions include: examination and/or collection of evidence; analysis of the physical evidence using accepted and validated methods and analytical instrumentation; preserving evidence according to lab procedures; maintaining chain of custody, i.e., documentation establishing the receipt, handling, and disposition of evidence; interpreting observations and test results; and receiving on-going training and professional development.

### **Special Notes:**

1. Requires a Bachelor of Science degree in forensic science, natural science or closely related field (such as Pharmacology, Medical Technology, Genetics, Cellular or Molecular Biology, analytical Chemistry, clinical Chemistry, Toxicology, etc.) and three years of technical experience in a forensic science lab performing analyses of physical evidence which includes testifying as an expert witness in courts of law.
2. For DNA positions, applicants must have successfully completed at least one undergraduate or graduate level course in Biochemistry, Genetics, and Molecular Biology.
3. The second level performs routine analysis on physical evidence and may testify in courts of law.
4. Trains other forensic scientists and law enforcement officers.

### **NATURAL RESOURCE SPECIALIST 2**

As an experienced Natural Resource Specialist, organizes and directs the activities of a local forest unit; supervises a field team composed of professional foresters and/or forest technicians; ensures that forest activities are in accord with forest practices regulations; leads interdisciplinary teams for forest ecosystem and resource management analysis or planning; OR serves as a forest ecosystem specialist on a region or program staff or within a field district. Typical responsibilities of a Natural Resource Specialist include:

- Plan activities and supervise 3-5 foresters and technicians to carry out forest ecosystem and resource management activities on a large ownership block of land. Forest management activities include timber sale preparation and contract administration; intensive management contracting such as reforestation, pre-commercial thinning, and competing vegetation control;
- Review forest practices permit applications, condition and approve/reject permits; inspect operations; enforce permit requirements through civil/criminal actions; request interdisciplinary team or technical analysis and evaluation as needed; and serve as forestry specialist in watershed studies for a large area;
- Provide advice, guidance and ecosystem and resource management planning to land owners and/or community assistance for forest ecosystem improvement for a region or program; serve on ASCS committees that determine funding of conservation projects for private landowners; authorize projects; inspect, and authorize payment to landowners on completion of ASCS funded projects;
- Perform specified activities as a specialist on a region/program staff or in a field district as follows:
  - Coordinate right-of-way/land transactions administration for a region, AND/OR;
  - Provide program development support and training to field personnel in implementing agency programs such as the Forest Landowner Assistance Program, AND/OR;
  - Plan for, coordinate and supervise all related activities of a forest ecosystem specialty in a field district (200,000 - 350,000 acres, 2 - 4 local units) such as the forest fire protection and control activities (supervises 3 - 5 foresters and technicians and 10 - 30 seasonal fire staff).

- We require a bachelor's degree in forestry and at least three years of professional forestry experience.

## **Social Services/Health Care**

### **ATTENDANT COUNSELOR 1**

Provides care and training for people with developmental disabilities in a residential habilitation center. Attendant Counselors are trained in and use techniques designed to teach the residents specific parts of their Individual Habilitation Plan. Teaches residents social, recreational, self-help, vocational and pre-academic skills. As a member of an interdisciplinary team, observes, documents, and reports changes in clients' general physical or mental conditions or unusual behavior. Takes appropriate action to provide resident safety and security.

#### **Special Notes:**

1. This is the solid working level in our class series.
2. Incumbents are supervised by higher-level Attendant Counselors and professional staff.
3. We require completion of high school or GED and 15 college quarter hours, and one year of experience working with people with developmental disabilities.

### **FINANCIAL SERVICES SPECIALIST 3**

Responsible for case management providing clients full financial support over a long-term basis to assist them in achieving self-sufficiency. Performs eligibility or re-determination on work and develops Individual Responsibility Plans (IRP) for each client. Assesses, plans, monitors, and evaluates client activities; monitors IRP's for adherence and compliance with conditions set forth; and works closely with clients and their families to promote the achievement of economic and social well being.

Works in a collaborative process with partners, community organizations, the public; uses a systematic application of knowledge and interpersonal and problem solving techniques.

### **JUVENILE REHABILITATION RESIDENTIAL COUNSELOR**

Juvenile Rehabilitation Counselors (JRC) work within the context of an Integrated Treatment Model and deliver services across a continuum of care spanning residential and community programs. JRC's are members of a multi-disciplinary treatment team that includes medical, educational, psychiatric, and clinical consultants. JRC's provide professional level case management to juvenile offenders with acute and complex treatment needs related to mental health, cognitive impairment, chemical dependency, and sexual misconduct disorders. JRC's assess youth and family functioning, identify and prioritize treatment targets, and develop intervention/transition plans for juvenile offenders and their families. JRC's deliver evidence based Cognitive Behavioral services and interventions, including:

- Dialectical Behavioral Therapy
- Aggression Replacement Training
- Functional Family Parole derived from Functional Family Therapy

JRC's engage, motivate, and coach youth for positive behavior change. JRC's facilitate core cognitive behavioral treatment groups and other curricula related to sex offending, chemical dependency, and independent living. JRC's facilitate recreation activities and positive use of free time for youth and are responsible for security and supervision of youth.

JRC's provide individual and family counseling. JRC's engage, motivate, and coach families in their home environment to facilitate improved family interaction that supports and reinforces positive behavioral change.

Collaborate with public and private social service entities to link youth and families to needed services and resources.

Hold youth accountable for behavioral violations using graduated sanctions up to and including arrest.

### **MENTAL HEALTH TECHNICIAN 1**

In a psychiatric treatment facility, provides personal care for patients. Assists or guides patients in cleanliness, grooming, rest, activity, and nourishment. Encourages and oversees patient participation in-group or individual recreation and social activities. Implements treatment strategies set forth in the patient treatment plan; records patient responses and symptoms; recognizes pathology of patient behavior and guides patient toward more rational behavior. Assists in physical restraint and seclusion procedures if necessary. Escorts patients to appointments and activities.

#### **Special Notes:**

1. This is an entry-level position for high school graduates.
2. Incumbents do not provide nursing services or administer medication.
3. Please Exclude licensed practical nurses.

### **PHYSICIAN 2**

Description A:

As an experienced staff physician, diagnoses and treats patients in a state residential institution or hospital. As the only physician in a small institution, recommends the scope of the medical treatment program and is responsible for its operation.

OR

Description B:

In a public medical assistance program, reviews clinical work-ups and other evidence submitted by private physicians to substantiate the need for elective surgery, non-formulary drugs, and prostheses. Authorizes or denies payment according to his or her professional evaluation of the need. Examines other medical claims for proper justification and propriety of treatment proposed or given. May refer publicly-sensitive cases to physician supervisor.

#### **Special Notes:**

1. We require a valid license to practice medicine and surgery and at least four years of experience in the practice of medicine.
2. Please Exclude positions that regularly supervise other physicians.

### **PSYCHIATRIST 4**

As a staff psychiatrist, directs the psychiatric treatment program and participates in treatment of mentally ill patients in a unit or section of a mental hospital. Supervises, trains, and evaluates the work of medical and nursing staff; reviews treatment plans, patient records, diagnoses, and patient-release proposals for quality and adherence to institution policy. Examines patients for admission or discharge; prescribes treatment.

#### **Special Notes:**

1. We require a valid license to practice medicine and surgery.
2. We require eligibility for certification by the American Board of Psychiatry and Neurology.

### **PSYCHOLOGIST 4**

This is a licensed, expert level psychologist who directs and coordinates all activities, may supervise doctoral level staff, in a large psychology department having multi-functional programs; a developmental disability or juvenile rehabilitation facility, adult diagnostic center, mental hospital, or prison. Responsible, facility-wide, for developing, implementing and monitoring performance standards, policies and procedures ensuring cross-unit standardization and quality control in psychological services; or plans, organizes and directs the administrative and therapeutic programs for a mental health residential facility.

Plans, executes, and participates in treatment programs. Provides individual and group psychotherapy to patients. Participates in training and education of institution staff in psychological field.

**Special Notes:**

1. This class requires a Ph.D., and three years of post-doctoral experience, including one year of experience supervising other professional psychologist, and (in this state) a license to practice as a psychologist. Please do not report jobs, which do not require a Ph.D.
2. The next lower class requires a Ph.D with no experience or license.

**RECREATION & ATHLETICS SPECIALIST 2**

Plans, organizes and conducts group and/or individual recreational activities for students, patients, offenders or other institution residents. Develops schedule of recreation activities in one or more areas, such as arts and crafts, drama, music, camping and intramural sports programs. Assesses recreational needs of individual residents and the institution; coordinates activities with individual residents and the institution; and coordinates activities with clinical staff, social agencies, and volunteers. Evaluates effectiveness of program.

**Special Notes:**

1. May train and/or supervise subordinate recreational employees.
2. May coordinate and supervise volunteers.
3. This is the fully competent working level recreation specialist, but is not in charge of the institution-wide recreation program, even in a small institution.
4. We require a bachelor's degree and one year of paid professional recreation experience.

**SOCIAL WORKER 3**

Social workers at this level function in one of the following capacities:

- as a lead social worker; or
- as the sole case manager in a location geographically removed from supervision; or
- as a specialist handling a caseload of especially difficult cases.

All positions receive very little supervision and devise their own work methods. Provides Aging and Adult Services, Economic and Medical Services, or Children and Family Services. Works the majority of the time in such activities as adult or child protective services; developing/licensing alternate familial resources; family reconciliation; case management where there is a high risk of institutionalization; developing information for presentation in court for involuntary institutional care; and approving or denying day care or foster home licenses.

**Special Notes:**

1. This is an advanced level, Master's of Social Work degree social worker with a minimum of four years of social work experience.
2. Our journey-level social worker is a lower class.

**SUPPORT ENFORCEMENT OFFICER 2**

Interviews and evaluates applicants and their applications for support enforcement services; explains department's policies and provisions of law to applicants and clients. Initiates service for qualified applicants; locates, contacts and interviews absent parents to determine their ability to support minor dependent children.

Gathers and verifies all parental assets and other financial information using the Washington State Child Support Guidelines, participating in administrative hearings (in-state and out-of-state) and negotiation of agreed settlements. Reviews Superior Court orders and evaluates cases and calculates support arrearages to determine appropriate distribution of child support awards.

Responsible for maintaining accurate debt information, providing certified debt calculations upon request of any party or jurisdiction, including foreign and Tribal jurisdictions, for use, including in civil contempt actions, interstate actions, and certification to the Federal Treasury and credit bureaus. Establish and collect debt including fines against employers who fail to comply with child support garnishments or medical insurance enrollment notices.

Exercises independent authority as to when to place and remove a lien on personal property; when to suspend and release passports, business and driving and sporting licenses; prepares creditors' claims and other legal documents for claims against estates in probate and bankruptcy. Analyzes and recommends partial or full write-offs of State debts and prepares documents to refer case to federal prosecutor for Federal Criminal Nonsupport Action. Reviews all orders against current income and resource information for modification, appropriate court or tribunal jurisdiction, and initiates action on administrative orders.

**Special Notes:**

This is an experienced, professional, non-supervisory collections person.

**VOCATIONAL REHABILITATION COUNSELOR 2**

Under the requirements of the federal Rehabilitation Act of 1998, as amended, provides professional journey-level case management services to eligible clients as well as serving as a designated lead vocational rehabilitation counselor. Incumbents manage caseloads that primarily serve individuals with significant and multiple disabilities that require in-depth vocational rehabilitation services. Positions provide professional vocational rehabilitation counseling and guidance to assist clients in the planning and selection of vocational goals and services in order to become employed. Independently authorizes the procurement of a wide variety of VR services necessary for implementation of the client's employment plan including, but not limited to, assistive technology, vocational and academic training, medical and psychological restoration, independent living, job placement, and other services. Works closely with other service providers to incorporate all available comparable benefits into each client's employment plan.

**Special Notes:**

1. Requires a Master's degree in rehabilitative counseling or certification by the Commission on Rehabilitation Counselor Certification, or a Master's degree in any field plus 18 credit or 12 semester hours in specified rehabilitation counseling coursework at the graduate level and two years of paid vocational rehabilitation counseling experience or similar paid experience.
2. The Vocational Rehabilitation Counselor 1 requires the same academic or CRC credentials absent the two years paid VRC experience.
3. The Vocational Rehabilitation Counselor 3 requires the same academic or CRC credentials and years of experience plus Must meet one of five criteria:
  - a) As the lead counselor, assists supervisor with various office management duties;
  - b) Functions as the designated lead counselor in an office which may include satellite offices implementing time-limited, federally funded projects;
  - c) Serves as the lead counselor in an off-site office that doesn't have a supervisor;
  - d) Serves as the lead counselor for a specialized caseload (such as deaf and/or hearing impaired) or performs community liaison responsibilities;
  - e) Within Services for the Blind, is the representative for a designated geographic area.
4. Provides consultation and direction to other VR staff
5. Approves funding for vocational rehabilitation services for clients on caseload

## APPENDIX B – About The Segal Company

## PUBLIC SECTOR COMPENSATION AND BARGAINING PRACTICE CONSULTING SERVICES

The Segal Company's Public Sector Compensation and Bargaining Practice (PSCBP) provides an array of customized consulting services dedicated to our public sector and collectively bargained clients. They include:

### Employee Opinion Surveys

Using customized surveys, we evaluate total compensation preferences and priorities as well as identify key workforce demographics and highlight the importance of total compensation elements. Results from these surveys are used to design tailor-made reward systems.

### Customized Total Compensation Surveys

Total compensation surveys target comparable employers, identifying representative benchmark positions and capturing information on pay ranges, maximum hiring pay rates, pay progression policies, performance-based reward systems, paid time off, health and welfare related coverage and retirement benefits.

### Reward System Design and Implementation

Effective total reward systems should be designed to support compensation philosophies. We frequently work with clients to transform longevity-based pay programs to performance-based systems. Additionally, we facilitate and communicate reward system changes in a joint labor-management environment.

### Cost Modeling

Most reward system redesigns result in a fiscal impact to the employer. Our modeling approach not only identifies the immediate effect of implementation but also provides a multi-year perspective to identify steady-state costs.

### Classification Studies, Job Descriptions and Job Evaluation Analyses

Classification studies include development and analysis of job questionnaires and desk audits as the basis for updating the job structure, as well as job descriptions that are current and fully compliant with FLSA, ADA and other rules and legislation.

### Collective Bargaining Consulting Services

Segal is widely recognized by both management and labor as an objective and credible source of expertise in all facets of collective bargaining at the negotiating table or through technical support. We develop proposals and bargaining options for all economic issues, including detailed cost models and assist in mediation and arbitration.

### Fund Office Compensation Studies

The PSCBP maintains a database of compensation and benefits information from about 125 multiemployer fund offices across the U.S., providing a customized analysis of fund office compensation and benefits market competitiveness to help develop sensible salary structures.

### Human Resources-Related Training

Changes require training; large-scale changes demand effective and well planned training. Our job is not complete until all those who manage new programs can do so effectively.

The PSCBP has the expertise to thoroughly analyze the data we collect and deliver to our clients recommendations that meet their current needs and support their plans and initiatives.

Atlanta  
Boston  
Calgary  
Chicago  
Cleveland  
Denver  
Hartford  
Houston  
Los Angeles  
Minneapolis  
Montreal  
New Orleans  
New York  
Philadelphia  
Phoenix  
Princeton  
Raleigh  
San Francisco  
Toronto  
Washington, DC

**To learn more about Segal's Public Sector Compensation and Bargaining Practice, visit our Web site at [www.segalco.com](http://www.segalco.com) or call Elliot R. Susseles, Public Sector Compensation and Bargaining National Practice Leader at 202.833.6436.**

## COLLECTIVE BARGAINING CONSULTING SERVICES

With the growing complexity of health, welfare and retirement benefit plan designs—not to mention the volatility of the economy—negotiating parties need extra support to achieve a mutually satisfactory result. Moreover, as the duration of typical collective bargaining agreements has lengthened in recent years, so too has the critical importance of working out terms that both parties can live with for the long haul.

Segal's seasoned Public Sector Compensation and Bargaining Practice (PSCBP) consultants can help negotiators reach agreement based on a full understanding of available options and the economic trade-offs among them—as well as the short- and long-term financial and workforce demographic implications of particular choices.

Many years of working with both management and labor in public and private sector contract negotiations have cemented Segal's reputation as a trusted and objective source of technical expertise. In addition, our sensitivity to the differing economic priorities of baby boomer and younger generations of workers shapes our perspective when advising clients.

PSCBP consultants understand the fluid nature of collective bargaining and offer flexible assistance. We can coordinate our recommendations with clients' outside legal counsel, work behind the scenes in a technical support role, or become directly involved at the bargaining table. Segal's "real time" turnaround of cost analyses of new proposals facilitates an efficient negotiation process.

Following is a partial list of individual services Segal consultants can provide in conjunction with contract negotiations:

To support negotiations over pay and pay practices:

- Marketplace trend analyses
- Salary and wage surveys
- Job classification studies
- Pay structure analyses
- Time off and work analyses

With regard to health and welfare benefits:

- Benefit design and cost surveys
- Benefit cost/benefit analyses



- Flexible benefit alternatives
  - Life insurance and LTD coverage analyses
  - Employee/bargaining unit opinion surveys
- Supporting retirement plan benefit negotiations:

- Plan design and benefit comparisons
- Plan performance analyses
- Plan assumption reviews
- Actuarial model development
- Evaluation of defined benefit, defined contribution and hybrid plan alternatives

Segal's experts can work from the early stages of the contract renewal cycle to develop a comprehensive bargaining strategy and specific proposals or be brought in to help resolve issues as they arise during negotiations.

Finally, Segal's solution-oriented and research-based approach to negotiation support has consistently helped clients reach win-win agreements on a timely basis.

Atlanta  
Boston  
Calgary  
Chicago  
Cleveland  
Denver  
Hartford  
Houston  
Los Angeles  
Minneapolis  
Montreal  
New Orleans  
New York  
Philadelphia  
Phoenix  
Princeton  
Raleigh  
San Francisco  
Toronto  
Washington, DC

**To learn more about Segal's Collective Bargaining Consulting Capabilities, visit our Web site at [www.segalco.com](http://www.segalco.com) or call Elliot R. Susseles, Senior Vice President and Practice Leader, at 202.833.6436.**

## LABOR MANAGEMENT FACILITATION

The degree to which organizations succeed in facilitating harmonious labor relations is often linked to the fluidity and transparency of management decisions. Many employers with collective bargaining agreements often rely on Labor Management Committees (LMCs) to provide an environment for collaborative labor management decision-making. The philosophy behind the creation of an LMC is that greater cooperation between labor and management on matters of *mutual* interest to both parties will create a more satisfying and productive workplace.

The Segal Company's seasoned Public Sector Compensation and Bargaining Practice (PSCBP) consultants can help LMCs foster group problem solving, open information sharing and teamwork, all of which lead to implementation of negotiated organizational change.

Segal has a long-standing reputation as a trusted and objective source for LMC support, either behind the scenes or at the table. Our objectivity and unique perspective enables us to create collaboratively agreed upon solutions for our clients.

The following is a partial list of services Segal consultants can provide in conjunction with LMC activities:

- Marketplace trend surveys
- Salary and wage surveys
- Job classification studies
- Time off and work analyses

With regard to health and welfare benefits:

- Benefit design and cost surveys
- Benefit cost analysis
- Flexible benefit alternatives
- Life insurance and LTD coverage analysis
- Employee/bargaining-unit opinion surveys



Supporting retirement plan benefit negotiations:

- Plan design and benefit comparisons
- Plan performance analyses
- Review of plan assumptions
- Actuarial model and development
- Evaluation of defined benefit, defined contribution and hybrid alternatives

Our consultants then use the information we have gathered to address workplace challenges, such as recruitment and retention issues, absence management, inefficient use of benefits and other issues. Segal's ability to provide objective and unbiased analysis creates a substantially more cooperative and productive environment in which an LMC can accomplish its purpose. Our easy-to-understand recommendations and communication skills give clients tangible, reliable information that creates win-win solutions to complex and dynamic issues.

Finally, our staff is devoted to working in collective bargaining environments on "both sides of the table." This enables Segal to have credibility with both employer and labor trustees.

Segal is working with labor and management in a variety of venues including public and private universities, cities, states, international unions and local school districts.

Atlanta  
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Calgary  
Chicago  
Cleveland  
Denver  
Hartford  
Houston  
Los Angeles  
Minneapolis  
Montreal  
New Orleans  
New York  
Philadelphia  
Phoenix  
Princeton  
Raleigh  
San Francisco  
Toronto  
Washington, DC

**To learn more about Segal's Labor Management Facilitation consulting capabilities visit our Web site at [www.segalco.com](http://www.segalco.com) or call Elliot Susseles, Senior Vice President and Practice Leader, at 202.833.6436.**

## **APPENDIX C – About Survey Connect, Inc.**



Simple.

Flexible.

Measurable.

ActiveView 

ActiveView *Express*

SurveyConnect  
Services

 SurveyConnect, Inc.

[www.surveyconnect.com](http://www.surveyconnect.com)  
[info@surveyconnect.com](mailto:info@surveyconnect.com)  
800.945.0040

turn overwhelmed...  
...into easy!

# ActiveView

a web-based  
feedback application



Use your content (or ours), and our technology to streamline and individualize your 360° assessment process.

**ActiveView 360** is the answer for Talent Management, Organizational Development, HR Departments, or Consulting Firms who wants an entirely automated and configurable 360 experience.

#### ActiveView 360 will:

- Automate the entire 360° assessment process, from notification to reports.
- Allow you to configure the process to fit your requirements.
- Free you from technical considerations - since the application is entirely hosted on SurveyConnect's servers, the respondents only need e-mail and Internet access.

You will be in full control of this configurable experience. If you wish to add paper assessments to your online process, we can discuss your needs and help you combine assessments taken from different media.

**ActiveView 360** pricing is based on the number of participants who will go through the assessment process. The price per participant decreases as the number of participants increase.

- Enjoy Greater Flexibility
- Control The Process
- Use Fewer Internal Resources

*"The State of Washington searched for a flexible and powerful 360 engine to enable us to deploy multiple 360's in a highly efficient and effective manner. ActiveView 360 and the SurveyConnect team have been outstanding in providing the technology and support we required to get our 360 up and running."*

**Jason S. Schweizer, Ph.D.,**  
Organization and  
Leadership Effectiveness,  
Department of Personnel,  
State of Washington

#### ActiveView 360 Features:

##### Design/Set-Up

- Use your own assessment content OR
- Use our database of competencies
- Brand **ActiveView 360** with your company name and logo
- The system is password-protected, ensuring security and data integrity

##### Administrators can:

- Track progress on an assessment project 24/7
- Monitor several assessment deployments with one login
- Enter/change the participant's raters and their relationships
- Send email notifications and reminders
- Create individual reports as PDF files
- Generate aggregate reports online

##### Respondents can:

- Easily take multiple assessments with one login
- Save and return in the middle of an assessment



**SurveyConnect, Inc.**

Visit our website or contact us:

[www.surveyconnect.com](http://www.surveyconnect.com)  
[info@surveyconnect.com](mailto:info@surveyconnect.com)  
toll free: 800.945.0040  
worldwide: +1.303.449.2969

*"I really appreciate the very good, customer oriented work you have done to get this all completed. You folks are really responsive and effective. That fantastic personal attention combined with the quality of your survey product make a wonderful package for the customer."*

**Richard Hays,  
Tulane University**

the power to ask more of people –  
and your surveys

## ActiveView *Express*

**ActiveView Express** is a Software-as-a-Service (SaaS) hosted survey solution that combines your ability to administer surveys and generate online, real-time reports with our high-touch support during the survey process. Survey respondents see a professional, easy-to-use online interface.

From project acceptance to implementation, four steps are all that's needed:

1. **Survey Design** – Design your own survey and submit it to SurveyConnect, or ask us to provide you with sample topics and questions to facilitate survey design.
2. **Onsite Text and Notifications** – SurveyConnect sends you sample text that will be uploaded to your survey site, including directions, email notifications and reminder text. You edit as needed and return to us.
3. **Configuration Meeting** – We discuss configurable parameters that are available within the system that include needed security, required questions, response scale choices and access to reports. If you know what you need, we can implement your decision; if you need our expert advice we are able to provide information for you to make the 'right' decision for your project.
4. **Enter Survey Respondent Information** – If survey respondents need to be pre-loaded into the system, SurveyConnect sends you a spreadsheet ready for your completion.

When SurveyConnect receives all of this information, a survey website is built on one of our servers using the **ActiveView Express** solution. Your in-house administrator has the ability to proof the entire site before the live date.

During the survey deployment, notifications and reminders can be easily sent through the system, and your survey administrator can track progress and completion rates 24/7.

**When the data has been collected, the Report Generation Module allows your in-house survey administrator the ability to:**

- design reports with charts and graphs
- save these reports for future use
- filter the data by demographics
- filter the data by a particular timeframe
- insert a cover page, introduction and conclusion
- modify the report headers and introductions
- save reports as PDF files
- allow other stakeholders to generate reports (permission-driven)

### Customers have used ActiveView Express to:

- Gather exit interview information
- Surface in-house expertise
- Deploy employee opinion surveys
- Collect quick employee feedback on current organizational issues
- Understand customers perceptions of company services

Training is provided to your administrator to learn to access the administrative sections of the system, track progress of the survey while it's live, and design and generate reports.

## When your...

- Resources and time are limited
- Access to technology is restricted
- Respondents will “speak” more freely to a third party
- Survey process needs expert guidance

*“SurveyConnect provides excellent service and a high quality product. The report options and project timeline were fully explained. I received a prompt response to all of my requests and they delivered the final product ahead of schedule. I wish all vendors were as reliable and professional as SurveyConnect.”*

**Robin Hall, Insurance Merger  
Integration Coordinator,  
BB&T Insurance Services**

# SurveyConnect from design Services to reports

The **SurveyConnect Services Group** offers a complete solution to your survey needs from start to finish. From interim project support to fully outsourced solutions, we provide services to ensure quality throughout your survey process. Our breadth and depth of expertise in surveying and data collection will help you maximize the results of your survey.

Our survey experts have mastered both the art and science of data collection. Throughout your survey process, from design to implementation and analysis, we add valuable insight that will add impact to your survey results. We are able to help our customers ask the right questions and obtain rewarding results.

Our full service support includes flexible options for survey design and creation, hosting your survey on the Internet, data entry from paper surveys, and reporting.

**Whatever your survey needs are, we have the solution.**



SurveyConnect has provided assessment and survey applications and services to the Human Resource, Talent Management, OD and Customer Relationship Management markets since 1996.

**ActiveView 360** is SurveyConnect's configurable portal to administering your 360 assessments online. Every aspect, including notification to the participants and raters, the issuance of reminders, modifiable parameters, and publication of online, real-time reports is automated. **Actiview Express** is a SaaS survey application that combines the best of our high-touch support in survey design and administration, while allowing end users to generate their own online, real-time reports. The **SurveyConnect Services** group offers complete support for every phase of survey design, implementation and analysis.

**Visit our website or contact us today:**

[www.surveyconnect.com](http://www.surveyconnect.com)  
toll free: 800.945.0040  
worldwide: +1.303.449.2969  
[info@surveyconnect.com](mailto:info@surveyconnect.com)